

PART 2

OVERVIEW

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I CONTEXT: OUR HISTORY AND THE LIBRARY TODAY

A. History

- 1. The Library of Congress is a living monument to the remarkable wisdom of the Founding Fathers, who saw access to an ever-expanding body of knowledge as essential to a dynamic democracy. The Library’s three buildings are named for Thomas Jefferson, John Adams, and James Madison. With the support of these Presidents, the Congress, as soon as it moved to the new capital city of Washington in 1800, established the Library based on an initial collection of law and reference books, and established the Joint Committee on the Library as the first Joint Committee of the Congress in 1802.
- 2. Jefferson, in particular, took a keen interest in the new institution. After the British burned the Capitol and the Library during the War of 1812, Congress accepted Jefferson’s offer to “recommence” the Library and purchased his multilingual 6,487-volume collection (then the finest in America) at a price of \$23,950. It contained volumes in many languages on a wide variety of subjects, from architecture to geography and the sciences. Anticipating the argument that his collection might seem too wide-ranging for the Congress, Jefferson said that there was “no subject to which a Member of Congress might not have occasion to refer.”
- 3. Jefferson’s ideals of a “universal” collection and of sharing knowledge as widely as possible still guide the Library. With Congressional blessing and support, the Library has grown to serve the Congress and the nation more broadly in ways that no other library has ever done, largely as a result of four milestone laws: (1) the copyright law of 1870, which centralized the nation’s copyright functions in the Library and stipulated that two copies of every book, pamphlet, map, print, photograph, and piece of music registered for copyright in the United States be deposited in the Library; (2) the 1886 authorization of the first separate Library of Congress building that contained openly accessible reading rooms and exhibition space for the general public; (3) the 1902 law that authorized the Library to sell copies of its cataloging records inexpensively to the nation’s libraries and thus massively help to subsidize the entire American library system; and (4) the law in 1931 that established the program in the Library to create and supply free library materials to blind and physically handicapped readers throughout the country. The

Congress thus established the basis both for the continued growth of the collections and for the extension of the Library's services to citizens everywhere.

4. In 1832 the Congress established the Law Library as the first separate department of the Library of Congress, reflecting the Library's origins as a collection of law books to support the legislative work of the Congress. The Law Library remains the only source for the Congress for research and reference services in foreign, comparative, and international law.

5. In 1914, the Congress created the Legislative Reference Service (LRS) as a separate entity within the Library to provide specialized services to "Congress and committees and Members thereof." In 1946, the Congress granted LRS further statutory status within the Library and directed it to employ specialists to cover broad subject areas. The Congress renamed LRS as CRS in 1970 and enhanced its analytical capabilities by defining its policy role for the Congress and emphasizing research support to its committees.

6. More recently, a series of Congressional statutes have created within the Library of Congress the American Folklife Center (1976), the American Television and Radio Archives (1976), the national Center for the Book (1977), the National Film Preservation Board (1988), the National Film Preservation Foundation (1996), the Cooperative Acquisitions Program Revolving Fund (1997), the Sound Recording Preservation Board and Foundation (2000), and the authorization of three revolving funds for fee services (2000) -- further extending the Library of Congress' national role.

7. In December 2000, Congress tasked the Library (P.L. 106-554) to develop a plan and lead an effort to make sure that important digital materials can be preserved for our national information reserve. The new digital technology offers great promise, but it also creates an unprecedented surfeit of data in an unstable and ephemeral environment. The Library's National Digital Information Infrastructure and Preservation Program (NDIIPP) plan was approved by the Congress in December 2002 and envisions the establishment of a national network of committed partners, collaborating in a digital preservation architecture with defined roles and responsibilities. Over the next two to five years, the Library plans to seed practical projects and to sponsor research advancing development of a national preservation infrastructure.

8. To begin building that infrastructure, the Library is developing (a) a preservation network of partners to preserve and provide long-term access to digital content and (b) the architecture components that will permit digital preservation. By establishing NDIIPP, Congress chose to capitalize on the Library's long history and unique position in analog selection and preservation to become a steward of the digital preservation infrastructure. As a trusted convener, the Library will continue to bring together all

the stakeholders in this new digital landscape — creators, distributors, and users — to build a digital preservation infrastructure that fosters creativity, protects the rights of individuals, and balances the claims of creators for protection and of users to access information and the legacy of innovation.

B. The Library Today

1. The core of the Library is its incomparable collections and the specialists who interpret, share, and preserve them. The Library’s rapidly growing collection of more than 126 million items includes almost all languages and media through which knowledge and creativity are preserved and communicated.

2. The Librarian of Congress, appointed by the President with the advice and consent of the Senate, directs the Library. The Deputy Librarian of Congress (DLC) is the Chief Operating Officer, who manages the day-to-day operations. The Chief of Staff (COS) manages the Office of the Librarian and serves as a key advisor to the Librarian for policy development and agency decision-making.

3. The Library’s strategic goals and objectives are program-oriented. The Library has six programs and a supporting infrastructure. All are described here in a layout that parallels their presentation in the Library’s budget requests. Since full achievement of all goals depends on infrastructure support, the infrastructure units are described after the sixth program.

a. The core of the **national library** and the majority of its workforce are in two service units, Library Services and the Office of Strategic Initiatives (OSI). This is the Library’s largest program. These service units perform not only traditional library activities of acquisition, cataloging, research, reference, and preservation, but also digital initiatives moving traditional librarianship toward meeting the challenges of stewardship and content preservation in the digital age. The national library provides the following major services:

(1) Acquisitions — acquiring new items, in all formats, for addition to the Library’s priceless collections, which are the largest and most wide-ranging of any library in the world. The collections, and the information they contain, are the foundation for the services the Library provides to the Congress and the nation.

(2) Cataloging — producing bibliographic records and related products for the Library as well as for libraries and bibliographic utilities in all 50 states and territories and many other countries.

(3) Research and Reference – making available to scholars and other researchers vast information resources, many of which are unique, covering almost all formats, subjects, and languages.

(4) Online Access – providing free, online data access through the Internet to the Library's automated information files, which contain more than 75 million records.

(5) American Creativity – managing the nation's largest, most varied, and most important archival collection of American creativity – including motion pictures, sound recordings, maps, prints, photographs, manuscripts, music, and folklore covering a wide range of ethnic and geographic communities.

(6) Preservation – managing a continuing program to preserve and extend the life of all the diverse materials and formats in the Library's collections.

(7) Reading Promotion and Outreach – promoting books, reading, and literacy through the Library's Center for the Book, its affiliated centers in 50 states and the District of Columbia, and nearly 100 national organizational partners.

(8) Digital Initiatives – overseeing and coordinating cross-institutional digital initiatives, including NDIIPP, thereby ensuring access over time to a rich body of digital content through the establishment of a national network of committed partners, collaborating in a digital preservation architecture with defined roles and responsibilities.

b. The Law Library of Congress provides direct research service to the Congress in foreign, international, and comparative law. In addition to Members, committees of the Congress, and CRS, the Law Library provides officers of the legislative branch, Justices of the Supreme Court and other judges, members of the Departments of State and Justice, and other federal agencies with bibliographic and informational services, background papers, comparative legal studies, legal interpretations, and translations.

c. The Copyright Office promotes creativity by administering and sustaining an effective national copyright system. It accomplishes this through the following services:

(1) Copyright Law Administration: The federal copyright law has been revised periodically since first enacted in 1790. In 1870, the requirement to deposit works registered for copyright in a single location established a centralized national copyright function in the Library of Congress. The registration and deposit of works for copyright protection have served two purposes: to create a record of copyright registration as legal evidence and to enrich the collections of the Library

of Congress for the benefit of the American people. Copies of works received through the copyright system form the core of the Library's immense Americana collections, which provide the mint record of American creativity.

Congress has given the Copyright Office the authority and responsibility for administering the nation's copyright laws. This responsibility includes:

- (a) Registration of claims to copyright;
- (b) Recordation of documents relating to a copyright;
- (c) Mandatory deposit of copyrightable works that are not being registered;
- (d) Licensing provisions of the Copyright Act for such actions as secondary transmission by cable television systems and satellite carriers.

(2) Policy Assistance, Regulatory Activities, and Litigation: The Copyright Office is the primary source in the U.S. government for legal and technical advice on copyright matters:

- (a) The Congress – As part of the legislative branch, the Office works closely with the Congress to provide objective, nonpartisan analysis and recommendations on national and international copyright issues.
- (b) Executive Branch Agencies – The Office regularly consults with executive branch agencies on copyright issues, particularly international matters.
- (c) The Judiciary – Although the Office does not enforce the provisions of title 17, it may be involved in litigation.

(3) Public Information and Education: The Office responds to public requests for information and engages in outreach programs to inform the public discussion of copyright issues.

d. CRS works directly and exclusively for the United States Congress. The Congress established the Service to support its legislative function by providing authoritative, confidential, nonpartisan, timely, and objective analysis and research on all legislative issues. A critical underpinning of the relationship between CRS and the Congress is the trust that the Congress has in the strict observance of confidentiality inherent in all of the Service's work — an assurance that an informed deliberative process can be undertaken by Members without concern over premature compromise, misinterpretation, or inappropriate dissemination of confidential analysis and research. A multi-disciplinary approach is brought to bear at all stages of the legislative

process, from defining the policy problems facing the Congress, through identifying and analyzing options to address the problems, to evaluating the enacted law and supporting the oversight functions of the Congress.

e. The **National Library Service for the Blind and Physically Handicapped** manages a free national reading program for blind and physically handicapped people.

f. The Library's **reimbursable and revolving fund activities** provide a variety of services to customers both internal and external to the Library: centralized acquisition of library data services; accounting services for agencies under cross-servicing agreements; duplication and preservation services; exhibits and other special programs; retail marketing; acquisition of foreign publications and research materials on behalf of participating institutions on a cost-recovery basis; and legal research, opinions, and advisory services.

g. The Library's **Enabling Infrastructure** organizations have Library-wide responsibility to provide support that enables service and support units to meet their mission goals and objectives. This support includes human resources, training and development, health and safety management, emergency management, security, planning and financial management, facility and logistics management, contract and purchase management, and information technology management.

II. IMPLEMENTING THE STRATEGIC PLAN

A. The Library has practiced long-range planning for many years. The previous strategic plan, covering the years 1997-2004, was structured around four broad priorities (or goals) and included objectives for each priority, as well as a set of objectives for the Library's enabling infrastructure organizations.

B. In 1997, the Library also implemented a structured Planning, Programming, Budgeting, Execution, and Evaluation System. This system serves as a means of executing the Library's Strategic Plan. It encompasses:

- 1.** program/organizational strategic and tactical planning through:
 - a.** identification of specific program goals, and
 - b.** declaration of measurable performance targets;
- 2.** fiscal planning and budget formulation based upon program requirements;

- 3.** financial execution that supports implementation of the annual program plan;
- 4.** quarterly and annual assessments of accomplishments *vis-a-vis* the stated goals and targets; and
- 5.** accountability of management and staff to achieve promised results by linking annual organization plans to the individual performance plans of executives.

C. This new strategic plan for fiscal years 2004 through 2008 presents a challenging set of program-focused goals and objectives promoting the vision, mission, and objectives of the Library through the next five years. The Library must, however, maintain sufficient flexibility to take advantage of changing circumstances. As with any strategic plan, this one will be revisited to allow for mid-course adjustments and changes as events unfold.

D. In making resource allocation decisions, the Library will be guided by four priorities:

- 1.** Make information, knowledge, and creativity available to the United States Congress.
- 2.** Acquire, organize, preserve, secure, and sustain for the present and future use of the Congress and the nation:
 - a.** a comprehensive record of American history and creativity and
 - b.** a universal collection of human knowledge.
- 3.** Make the Library's collections maximally accessible to (in this order): the Congress, the U.S. government, and the public.
- 4.** Add interpretive and educational value to the basic resources of the Library in order to enhance the quality of the creative work and intellectual activity derived from those resources and to highlight the importance of the Library's contributions to the nation's well-being and future progress.

III STRATEGIC PLAN OPERATING ASSUMPTIONS

A. The Library's mission statement will remain essentially unchanged throughout the five-years (2004-2008) covered by this strategic plan, but technology will drive rapidly evolving changes in how the mission is accomplished.

B. Congress will continue to provide timely guidance as to its expectations and will provide the core resources to execute those expectations, including resources to acquire expertise and supporting technology.

C. Copyright deposits will continue to be a major source of material for the Library's Americana collections and of other material in all subject areas.

D. The Library will succeed in building bridges to, and obtaining the participation of: private individuals, government organizations, libraries, and corporations in collections building, technology development and utilization, and development of standards for enhancing the usefulness of all libraries as accessible repositories of information and knowledge.

E. The Library will continue taking a leading role in facilitating the information revolution, supporting creativity and research and ensuring that 21st century Americans have a well-developed, sophisticated, and increasingly global supply of information.

F. The National Digital Information Infrastructure and Preservation Program (NDIIPP) will be the impetus and catalyst for the Library of Congress to lead a national network of committed partners, collaborating to ensure preservation and long-term access to digital content.

G. Approximately 32 percent of the Library's current workforce will become eligible to retire during the life of the plan. Based on the most recent five-year period, we assume 45 percent of those eligible will retire. If, for whatever reason (a continued slow economy, for example), the actual retirement rate does not approximate the five-year historical period, the Library could enter 2008 with as much as 43 percent of its workforce eligible to retire.

H. The Library will continue to move into and occupy space off Capitol Hill (Fort Meade and Culpeper) to perform some of its functions.

I. Artifactual collections will continue to grow at approximately 2.5 million items per year.

J. The emerging shift from in-person to online collections and services will accelerate.

